

Cooperative Competitiveness in the Next Decade

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GROWMARK®

**The future ain't what it
used to be.**

Yogi Berra

GROWMARK®

**Things are more like they
are today than they have
ever been before.**

Yogi Berra

GROWMARK®

Big Picture Challenges

- ❖ **Emerging competition**
- ❖ **Global purchasing power in U.S. dollars**
- ❖ **The Farm Bill's shift**
- ❖ **Maturation of food system consolidation**

Build domestic demand

GROWMARK®

**Eliminate costs from farm
production**

GROWMARK®

Farm programs change dynamics

GROWMARK®

We evaluate

GROWMARK®

**We have a long history
of integrity, stability,
and wisdom**

GROWMARK®

We invest in the future

GROWMARK®

**To be the BEST
agricultural cooperative
System in North
America**

GROWMARK®

**Strategy moves us
toward achieving our
vision**

GROWMARK®

Governance based on sound principles

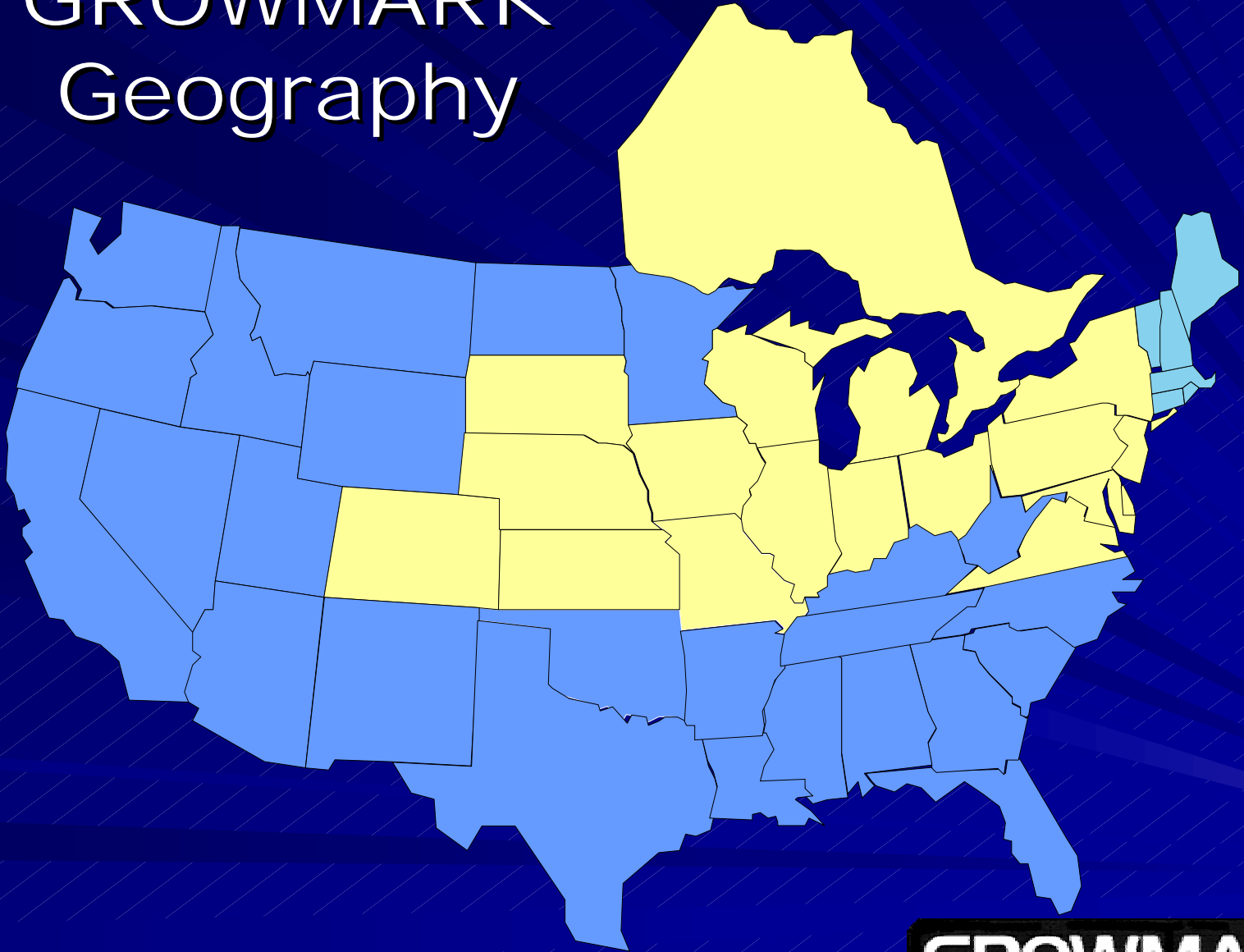
**Grow and expand from
our core businesses**

GROWMARK®



GROWMARK®

GROWMARK Geography



GROWMARK

Value-added products

Strategic alliances

**It's not what you don't
know that hurts you,
it's what you think you
know that you don't.**

Will Rogers

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